

of times regarding this. In certain areas he is overloaded & in others seems to be looking for work. He has commented in general to this effect in the Ad Com & unquestionably that's where Steele picked this up. As soon as he saw that he had "put his foot in his mouth" he would back-pedal & in a number of instances I would have to help bail him out.

- ② I did not know that [] had asked you for PIs from PAB. & that he was "resisting" the transfer of 25 additional PIs to PAB.
- ③ I question the responsiveness aspect. They are responsive to requirements but as PAB is currently organized it is difficult to keep up one area in order to meet heavy workload situations.
- ④ We have increased our production considerably. Many more reports have been completed.
- ⑤ Amee

- ⑥ Yes, this has become increasingly more apparent since CIA requirements have been listed on PID for their action only.
- ⑦ On the surface this would appear to be true. Most of the requirements are CIA originated, therefore it could be assumed that were not given priority treatment. They have, however, accepted the procedures applied by The AdCom & if a priority subject is given a priority of 2 or 3 they have in all instances agreed—otherwise, normally ~~that~~ CIA's interests have in almost all instances been backed by the military. The fact that they (CIA) submit the bulk of the requirements is no cause for a higher priority.
- ⑧ There is no question but that PID is doing an excellent job. I think we should look into the types of requirements that are backlogged in PID. Are they

⁽²⁾
genuine ~~the~~ precisely requirements,
do do they represent a real
evaluation by CBS of the relative
merit of each. If CBS does nothing
more than sign off on each
requirement submitted without
any analysis and/or prioritizing
~~the~~ the run of the mill analysts
could flood PID.

9. If you concur, I would
like to analyze this one
by back tracking for the past
six months. Please advise

10. The Langely types not only
want their cake but they want
to eat it too. They want to
saturate Gardner and at the
same time acquire full use of
the national effort. There is
no question that there is a
sheer bunch at Langely eating
away at the foundations of
PAC. If one ^{were to} reduce the size
of PAC then the DOD would
probably pull out some personnel
which should mean that we

conceivably would not have an adequate staff to handle immediate reporting. This problem requires much analysis before we can be confident we are heading in the right direction.

② I still feel Ad Com can perform a perfectly legitimate role. Perhaps what is required is an analysis of the procedures employed by the Secretariat in assigning at the ~~low~~ priority and weight assigned to each project. Josh Steele at one time indicated he proposed to present just such a proposal to the Ad Com & he was invited to do so by the members of the Committee. As we, however, pointed out to [redacted] in the paper [redacted] & I prepared we have been faced with the problem of identifying what is national & what is departmental within the NSC/D provides for the departmental exploitation of photography to meet individual ~~agencies~~

STAT
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I realize that I have not come
up with any real solutions, but
recommend that you, &
I get together as soon as possible
to discuss this basic problem.
n

H

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NPIC ROUTING SLIP

FROM:

Ch/PID

DATE:

26 May 68

	TO	INITIALS	DATE	FOR YOUR															
				SIGNATURE	INFORMATION	COMMENTS	CONCURRENCE	APPROVAL	ACTION	SEE REMARKS BELOW	FILE	RETURN	SEE ME						
DIR	<i>2</i>																		
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EXEC/DIR	<i>1</i>																		
ASST FOR OPS																			
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SIO/NAVY																			
SIO/AF																			
LO/DIA																			
LO/NSA																			

Please protect my source - this is from

REMARKS:

A working paper which may never go beyond Ch/Recce Gr/CGS - please hold to Eyes Only

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125-5576-0000/000

y 3 of 6

WORKING PAPER

Return to PID

EYES ONLY

21 November 1963

MEMORANDUM FOR: Chief, Recce Group, CGS

SUBJECT : Review and Recommendations re NPIC Matters

1. Over the past two years CIA has devoted a considerable amount of time and effort to ADCOM matters, not only for the weekly meetings but also in reviewing procedures, priorities etc. From time to time the CIA ADCOM Member has questioned the value of ADCOM, but on balance the decision has always been that we should welcome this opportunity to furnish guidance to the national effort.

2. Since I have been serving as the CIA ADCOM Member I have made a special effort to assess the value of what ADCOM does. Recently [] has been investigating in some detail the results of our levying requirements on the national effort, not relying solely on status reports but finding out from the originators of requirements whether verbal or other informal answers have been received. On the basis of what has been uncovered we cannot find any dependable correlation between the weight and priority assigned to a requirement and what happens to the project to which it is assigned. This is true not only of requirements that have been on the books for a long time, but also those which have been assigned to PAG since the most recent reorganization.

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Will check
sub. #

3. PAG's chief contribution consists of OAKs, MCIs, and EPIRs, and this type of work they do well. For other reporting there seems to be a desire on the part of PAG personnel to initiate their own projects, especially the NPIC Briefs, many of which have been produced while more significant production items were held up either in publication or by PAG itself. (See attachment).

SECRET

HANDLER VIA TALENT-
REYNOLDS CHANNELS
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EYES ONLY

WORKING PAPER**EYES ONLY**

4. A natural result of not getting important requirements answered by PAG is for our analysts to want to turn more and more to PID, and that is what is happening. Probably the best example of what PID can do is the project on Sary Shagan (C946-63), which was completed in less than 3 months. (See attached). Both the OPR and OSI requestors commented that it would have taken PAG a year to produce such a report. Unfortunately as more requirements have poured into PID the number of PIs in that division has not kept pace with the need, while in PAG, on the other hand, some of the PIs apparently have not had enough work in their specialty to keep them busy. [redacted] has recently asked [redacted] to allow him to borrow PIs from PAG to wipe out the backlog of requirements in PID. He is also strongly resisting the transfer to PAG of 25 additional PIs which have been scheduled to leave PID by the end of December.

5. It is difficult to generalize because of the many facets of the problems we have with NPIC, but my tentative conclusions are:

a. PAG is doing an excellent job of initial reporting, but is not as responsive as PID to consumer requirements. After all the discussions, reviews by the Weber Committee, etc. we have no reason to expect any improvement in PAG's responsiveness, especially now when there is a trend toward self-initiated projects.

b. Although NPIC has increased its supporting assets for graphics, reproduction, and publication those assets are not sufficient to handle all the reporting that current photography demands. Simplifying the format of the finished reports could relieve this situation to some extent. For example, instead of integrating pictures with text, in many cases the analyst might be satisfied with text followed by several pages of photos as is now done in the OAK.

c. Part of the time in ADCOM is spent in noting NPIC projects which are done routinely, such as OAKs and IPIRs. The time spent reviewing weights and priorities of specific requirements (mostly CIA originated) does not appear to be well spent, since some of our highest priority requirements are not receiving priority

? Can't explain this. you said we had no secrets here even from DIA - I guess this proves it.

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KEYHOLE CHANNELS
ONLY**WORKING PAPER****EYES ONLY**

WORKING PAPER

EYES ONLY

treatment by IPIC, even though we submit the bulk of the requirements. At present CIA has 57 active projects in PAG as against 10 for DIA (3 of which are joint with CIA), 2 for Air Force, and 9 for NSA (2 are joint with CIA).

⑧ d. PID is doing a very creditable job of answering our requirements but is limited in capability by a shortage of PIs. For example the Industrial Branch now threatened with giving up possibly as many as 6 of a total of 14 PIs had a total of 173 assigned projects as of 1 November.

6. It is recommended that CGS negotiate with Art Landahl or [redacted] along the following lines:

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⑨ a. Present factual data showing how poorly PAG is meeting CIA's needs.

b. Without stirring up AD/SI, AD/IR or others at Langley urge that

⑩ (I) PID be strengthened and its mission broadened to include reporting on the basis of all CIA's specific requirements.

⑪ (II) PAG be reduced in size and its mission be limited to initial and routine reporting based upon requirements by COMOR (for OAKs and IPICs), and other USCIB committees (for read-out of specific items from each mission, such as ICMI sites for COMIC). Certain basic studies might be undertaken on complexes, such as TF or SS which could be done when other work was slack.

⑫ (III) ADCOM meet only once a month, or on call, to review PAGs active and planned projects.

S
A. J. STEELE

EYES ONLY

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MAILED 11/11/78
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For
CIA
Handling

27 NOV 63

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Within the next 3 months [redacted] will reorganize the BMSD. So far the only officially announced changes are:

(1) The Project Leader Positions will be abolished

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(2) A Space Systems Branch is to be established. C/ [redacted], DC, [redacted]

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(3) A Ballistic Missile Systems Branch will be formed. C/ [redacted], DC/ [redacted]

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(4) A Technical Support Branch will be formed to "follow Organizations, Facilities and Personnel associated with the Soviet missile and space programs. No C or DC assigned yet.

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(5) The Non-Soviet Weapons Branch will not be changed but may gain another slot. C/ [redacted], DC none.

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(6) [redacted] (Project Leader) is unaccounted for in the change but he is a good friend of Duckett.

(7) The "Landings" have not been allocated.

The "Foreign Missile and Space Analysis Center" is now in operation. C/ Carl Puckett.

There will apparently be 3 divisions with the Center on an Office level reporting directly to Wheelon. So far the Activities Division (C/ [redacted]) is in existence. It has the responsibility for all "range" activity and current reporting on same.

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Supposedly there will be two other Divisions:

- (1) ELINT Sub Analysis
- (2) A computer facility or availability of computer time to compute the trajectory of missile/space events. (This work is currently being done by [redacted])

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